



DEPARTMENT OF THE ARMY  
NASHVILLE DISTRICT, CORPS OF ENGINEERS  
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NASHVILLE, TENNESSEE 37202-1070

CELNRN-EO (100)

12 MAY 2006

**NASHVILLE DISTRICT**  
**CONSIDERATION OF OTHERS POLICY**

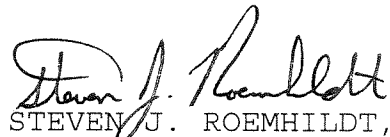
People respond positively to positive treatment; conversely, they will not meet their full potential in a negative environment. I believe the main job of management is to establish clear goals, develop subordinates, and **provide a positive work environment for our team members**. The foundation of such an environment is laid by treating people with dignity and respect, and practicing open communication. These two elements are essential to our ability to accomplish the mission as a cohesive, high-performance team.

The Consideration of Others (CO2) Program is an excellent tool for building unit cohesion and organizational character. CO2 is defined as:

*"Those actions that indicate a sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them..."*

I encourage supervisors to periodically engage their work groups in CO2 discussions dealing with a broad range of issues, such as diversity, harassment, sensitivity, respect, prejudice, offensive behavior, conflict resolution, discrimination, tact, and basic thoughtfulness. The intended outcome is enhanced team building, productivity, and understanding of and appreciation for all individuals within the various work units. CO2 sessions should be open forums where employees have the opportunity to express opinions and discuss work issues and concerns, without fear of judgment or retribution. Supervisors have discretion in determining the need and frequency of the sessions.

I'm counting on all team members to adopt a CO2 mentality so that Nashville District is the epitome of a positive and respectful work environment.

  
STEVEN J. ROEMHILDT, P.E.  
LTC, EN  
Commanding

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